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ABSTRACT

A study examined the relationship among attitudes toward women in general, attitudes toward women as managers, and perceptions of the communication competencies of women managers. Subjects, 178 employees from various types of organizations, completed the Positive Regard Scale (PRS), the Women as Managers Scale (WAMS), and the Communication Competencies of Women Managers Scale (CCWMS). Principal component factor analysis revealed that attitudes toward women in general, attitudes toward women as managers, and perceptions of communication competencies of women were interrelated but separate factors. A significant gender effect was found on the WAMS and CCWMS, with female subjects reporting more positive attitudes toward women as managers as well as a greater perception of communication competence of women managers. Subjects who had worked for or with women managers indicated a more positive attitude toward women as managers than did those who had not. (Extensive tables of data are appended.) (FL)

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EFFECTS OF ATTITUDES TOWARD WOMEN AND WOMEN IN MANAGEMENT ON PERCEIVED COMMUNICATION COMPETENCIES OF WOMEN MANAGERS

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ABSTRACT

This study examined the relationship among attitudes toward women, attitudes toward women as managers, and perceived communication competencies of women managers. One-hundred and seventy-eight employees (98 males, 80 females) of various types of organizations in a large Midwestern metropolitan area completed the Positive Regard Scale (PRS), the Women as Managers Scale (WAMS), and the Communication Competencies of Women Managers Scale (CCWMS). Additionally, to examine possible social desirability effects, S's completed the Marlowe-Crowne Social Desirability Scale. Social desirability was not significantly correlated with any of the other variables. Principal components factor analysis of the combined PRS, WAMS, and CCWMS produced a 3-factor solution. Correlations among these factors were low or moderate, indicating that attitudes toward women in general, attitudes toward women as managers, and perceived communication competencies of women managers are interrelated, but separate factors.

A significant gender effect was found on the WAMS and CCWMS, with female subjects reporting more positive attitudes toward women as managers as well as a greater perception of communication competence of women managers. Subjects who had worked with/for women managers indicated a more positive attitude toward women as managers.

Discussion focuses on attributions toward women managers, the CCWMS as a measure of women managers' communication abilities, and implications of gender and work experience with women managers on employee attitudes toward women in management.

EFFECTS OF ATTITUDES TOWARD WOMEN AND WOMEN IN MANAGEMENT ON PERCEIVED COMMUNICATION COMPETENCIES OF WOMEN MANAGERS

Social and behavioral sciences literature demonstrates a growing interest in women and management. Research has examined the selection, utilization, development, promotion, and monetary remuneration of women managers (Terborg, Peters, Ilgen & Smith, 1977). While the number of women entering managerial positions has steadily increased (Powell, 1980), the position of "manager" continues to be identified in masculine terms (Evangelist, 1981; Moore & Rickel, 1980; Powell & Butterfield, 1979). Some research about attitudes toward women in management reveals the perception that men, because they possess masculine characteristics, are more capable, more acceptable (Rosen & Jerdee, 1974), and preferred for management positions (Bass, Krusell, & Alexander, 1971).

Schein (1973, 1975) has found that male and female middle managers describe the "successful manager" according to characteristics, attitudes, behaviors, and temperaments more commonly ascribed to men than to women. Bowman, Worthy, and Greyson (1965) report that managers perceive women as lacking the skills of decision-making and competitive aggressiveness required for successful business executives. Basil (1973) demonstrates that personal attributes associated with upper-level managers are perceived as more likely to be found in men than women. Women have been perceived as too emotional (Bowman et al., 1965; Orth & Jacobs, 1971) and lacking dependability for managerial positions

(Bass et al., 1971). Female applicants for managerial positions are often evaluated as less acceptable than male applicants with identical qualifications (Rosen & Jerdee, 1974) and upper-level managers often hold a low regard for women's managerial competency (Guissippi & Forgionne, 1977). In recent studies, both male and female managers (Brenner & Bromer, 1981) and non-managers (Powell & Butterfield, 1979) indicate a preference for male stereotypic management behaviors over feminine or even androgynous behaviors.

When women managers do exhibit masculine behaviors, they are often placed in double-bind situations because of negative sanctions against women imitating male management styles. For instance, males have evaluated females using stereotypic male behavior as the least effective managerial style (Haccoun, Sallay, & Haccoun, 1978). Competent masculine-behaving women generally are not well liked by their peers (Bradley, 1980) and middle-level managers evaluate assertive women less positively than they evaluate assertive men (Wiley & Eskilson, 1982). Such negative consequences can be explained by attribution theory which emphasizes that behavior contrary to role expectations conveys information used to evaluate the individual's performance (Deaux & Emswiller, 1974; Feather & Simon, 1975).

Numerous theoretical explanations have been advanced to explain why the field of management clearly remains defined as a male or masculine endeavor (Cohen & Bunker, 1975; Colwill, 1982; Herzog, 1982; Maccoby & Jacklin, 1974). A predominant explanation is that traditional organizational definitions of managerial effectiveness derive from military and team-sports models

(Shepard, 1977; Harragan, 1977, Hennig & Jardim, 1977). It is in these arenas that men have acquired the mentality and skills needed for management success, i.e., objectivity, competitiveness, aggressiveness, the ability to strategize and work in teams, risk-taking propensity, and an understanding of chain of command (Harragan, 1977; Hennig & Jardim, 1977; Shepard, 1977).

As long as management is defined as a masculine endeavor and males are perceived as more acceptable and capable in management, then conversely, one can speculate that attitudes toward women in management will be negative and women will be perceived as lacking management capabilities. Such a connection between attitudinal perceptions and expected behavior is well documented in the attribution theory literature (Heider, 1958; Kelley, 1967; Kelley, 1973). In addition, attitudes toward people in general affect attitudes toward those people in particular roles displaying specific behaviors (Triandis, 1971). Thus, there would exist a relationship between attitudes toward women in general, attitudes toward women in the management role, and perceptions of their management behavior. One managerial behavior of particular interest to this investigation is communication.

While much research exists on attitudes toward women in management, limited research examines perceptions of the communication competence of women managers. Some studies have investigated the communication skills associated with effective management in general. Lockward and Boatman (1975) report that small-group facilitation, problem solving, decision making, and motivation are necessary communication skills for individuals to

succeed in business and industry. Birdsall (1980) has found that male and female managers identifying with the traditional masculine definition of manager demonstrate similar styles of communication.

RESEARCH PURPOSE

The purpose of this investigation was to determine the relationship among attitudes toward women in general, attitudes toward women as managers and perceptions of the communication competence of women managers. In addition, differences on these variables by subject gender and work experience with/for a woman manager were examined. Previous research indicates that females generally demonstrate more positive attitudes toward women as managers (Crino, White, & DeSanctis, 1981; Matteson, 1976; Peters, Terborg, & Taynor, 1974; Terborg, et al., 1977); Thus, such a difference was predicted for this investigation. The subject of employee attitudes toward women as managers as a function of work experience with women managers has not been widely studied. Thus, this investigation sought to explore a possible relationship.

METHOD

Subjects and Procedure

One-hundred and seventy-eight employees (98 males, 80 females) of various types of organizations in a large Midwestern metropolitan area served as subjects in this research. Sample

organizations included hospitals, banks, insurance companies, the auto industry, a railroad company, and federal and city government. The average age of subjects was 31 years and average length of employment in their current position was four years. The majority of subjects had completed at least one college degree and 77 identified themselves as managers/ supervisors/or administrators. One-hundred and thirty subjects responded that they had worked with/for women managers. Subjects participated in this research while enrolled in business administration courses in the Evening College of a large Midwestern metropolitan university. All responses were anonymous.

Variable Measurement

Attitudes toward women in general were measured by the Positive Regard Scale (PRS) (Ross & Walters, 1973). This measure consisted of 32 Likert items describing perceptions of the personality, ability, and behavior of women in comparison to men. For this investigation, a seven-point Likert scale was employed to be consistent with other measures used. This seven-point scale was then converted back to a 0-3 scale originally designed by Ross and Walters, so that the higher the score, the more positive regard for women. Previous research reported a .97 split-half reliability coefficient (Ross & Walters, 1973).

Attitudes toward women as managers were measured by the Women as Managers Scale (WAMS) (Peters, et al., 1974). This measure consisted of 21 Likert items describing general acceptance of women as managers, "feminine barriers" to employment, and personality traits ascribed to managers. Recent criticism of the

dimensional structure of the WAMS (Crino, et al., 1981; Ilgen & Moore, 1983) was considered, and thus the entire WAMS measure was used in this investigation.

Perceived communication competencies of women managers were measured by the Communication Competencies of Women Managers Scale (CCWMS) (Berryman-Fink, 1982). This measure was developed by asking 101 managers to respond to open-ended questions concerning (a) communication skills that women possess relative to effective management, and (b) the communication skills on which women managers should receive training to become more effective managers. Managers listed the following communication skills of women managers: interpersonal competency skills of listening, verbal ability, empathy, receptiveness, nonverbal communication, and flexibility. Managers listed the following communication training needs of women managers: assertiveness, public speaking, credibility, professionalism, and emotional control. From these areas, Berryman-Fink created the 30 Likert-item CCWMS.

Data Analyses

The items included in the measures of the three variables under investigation (PRS, WAMS, and CCWMS) were similar in nature since attitudes toward women in general, women as managers, and perceptions of managerial communication ability are interrelated constructs. Thus, traditional univariate (Pearson Product Moment Correlation) or multivariate (canonical correlation) correlational statistical analyses were not appropriate for data analyses. Instead, principal components factor analysis using oblique rotation was used to determine the relationships among the items

measuring the three variables (Crano & Brewer, 1973). In addition, the correlations among the resulting factors were examined to determine the degree of relatedness. The criteria used in the factor analysis included the following: 1) factors with an eigenvalue $\geq$ 1.0 would be extracted if they also had at least three items loading at .60 or above. The scree test was also used to determine the most parsimonious factor structure; and, 2) an item was retained on a factor if its loading was .40 or above.

To test the differences on the resulting factors according to subject gender and experience in working with/for a woman manager, separate t-tests were used. Alpha level was set at .05 for all analyses.

Additional Analyses

The organizational behavior/communication literature addresses the possible contamination of variables by a subject's socially desirable response style (Arnold & Feldman, 1981; Ganster, Hennessey, & Luthans, 1983; Golembiewski & Munzenrider, 1973; Schriesheim, 1979; Wheeless & Wheeless, 1982). This problem could be especially acute when questioning employees of organizations about equal employment opportunity issues, such as gender of employee. To examine possible social desirability effects in this study, subjects also completed the 33-item, forced-choice (true-false) Marlowe-Crowne Social Desirability Scale (Crowne & Marlowe, 1960). Previously reported reliabilities of .88 (Crowne & Marlowe, 1960) and .71 (Wheeless & Wheeless, 1982) verify use of the measure. This investigation produced a

split-half reliability coefficient of .72 for this scale.

Pearson Product Moment Correlations were determined between social desirability and all other measures resulting from the above factor analysis (See Table 1). Social desirability was not significantly correlated ($p < .05$) with any of the other variables (with PRS, r=-.07; with WAMS, r=.02; with CCWMS, r=.04). Thus, it was not necessary to remove from further analyses variance produced by socially desirable responses.

RESULTS

The principal components factor analysis using oblique rotation extracted three factors with eigenvalues > 1.0 and three items or more with loadings of .60 or higher (See Table 2). The scree test confirmed the choice of a three-factor solution. The first factor contained five items from the PRS and 19 WAMS items. The highest loadings were from the WAMS and thus, this factor, which accounted for 17.4% variance, was labeled an attitudes toward women as managers (WAMS) factor. Reliability was .90 (Nunnally, 1978).

The second factor accounted for 6.0% variance and consisted of 20 CCWMS items. The highest-loading items dealt with receptivity, openness, sensitivity, and understanding. This factor was labeled communication competencies of women managers (CCWMS) and it demonstrated a reliability of .89 (Nunnally, 1978).

The third factor accounted for 5.5% variance and consisted of 14 PRS items and one CCWMS item. This factor was labeled

positive regard for women (PRS) and demonstrated a reliability of .83 (Nunnally, 1978).

Thus, the factor analysis confirmed that individuals do perceive attitudes toward women in general, as managers, and their managerial communication ability to be interrelated, but separate factors. To examine the degree of this interrelatedness, the correlations among the factors were examined (See Table 1). All correlations were significant using Ferguson's (1971) *t* distribution formula, $p < .05$. However, since the correlations were low or moderate, the proportion of the total variation of one factor which could be attributed to the relationship with another factor was determined (Ferguson, 1971). Attitudes toward women as managers shared 11% variance with positive regard for women in general ($r=.33$). Attitudes toward women as managers shared 16% variance with communication competencies of women managers ($r=.40$). Positive regard for women in general shared 7% variance with communication competencies of women managers ($r=.27$).

Differences between male and female subjects' responses on the factors of PRS, WAMS, and CCWMS were determined by *t*-tests and were significant for WAMS and CCWMS. On PRS, $t=3.19$, $df=176$, $p > .05$. On WAMS, $t=79.80$, $df=176$, $p < .0001$ with women demonstrating the higher scores (for men, $\bar{x}=106.89$ and for women $\bar{x}=127.94$). On CCWMS, $t=17.22$, $df=176$, p .0001 with women demonstrating the higher scores (for men $\bar{x}=98.92$, for women $\bar{x}=108.29$).

Differences between subjects who had or had not worked with/for a woman manager on the variables of PRS, WAMS, and CCWMS were determined by *t*-tests. Only the WAMS factor reached significance

(t=7.37, df=167, $p<.0005$), with those who had worked with/for a woman manager demonstrating the higher scores (118.42 vs. 109.15). The number of subjects for this analysis differed from previous analyses because some subjects did not respond to this question in the test booklet.

DISCUSSION

This study represented an initial attempt to examine the relationships among attitudes toward women in general, attitudes toward women as managers, and perceptions of their managerial ability. Such an attempt demonstrated that while relationships among general attitudes, specific attitudes, and perceptions of behavior did exist, the constructs were separate dimensions and the relationships among them were low to moderate. Researchers interested in studying women as managers should consider these three types of attributions as interrelated, but separate dimensions.

It should be noted that this investigation used a measure of perceived communication competence of women managers that is still in its infancy. Factor analysis showed 20 items defining communication competence of women as managers with high reliability (.89). An examination of these items revealed a similarity to Spitzberg's (1983) theoretical conceptualization of two components of the communication competence construct: Altercentrism and Interaction Management. Altercentrism was defined as the tendency to be other-oriented, to be interested in, attentive to, and adaptive toward others in conversational interaction. Conceptually, altercentric communicaton was referenced by such

perceptions as empathy, listening, supportiveness, and other reinforcing behaviors. Eleven of the 20 items factorially defining the CCWMS in the present study were altercentrism characteristics: listening, empathy/sympathy, understanding/concern, relating to others, openness/receptivity, sensitivity, sincerity/honesty, promoting equality, putting others at ease, and personableness/friendliness. Spitzberg (1983) defined interaction management as the degree to which the conversational setting, turn-taking, and episode punctuation patterns were controlled to the satisfaction of the interactants involved. Conceptually, this component was referenced by such indicators as fluency, verbal facility, and social adaptability. Six items emerging from the factor analysis of the CCWMS corresponded to Spitzberg's interaction management dimension: verbal skills, nonverbal skills, keeping attention, giving feedback, receiving feedback, and flexibility. Thus, this study provided empirical validation of Spitzberg's theoretical conceptualization of communication competence. Additionally, the extracted 20-item version of the Berryman-Fink (1982) CCWMS can be used as a valid measure of the perceived communication abilities of women in management.

Further, results of this research showed that men and women do differ in their attitudes toward women as managers. As predicted, female respondents reported more positive attitudes toward women as managers than did male respondents. This finding is consistent with previous research (Crino, et al., 1981; Matteson, 1976; Peters, et al., 1974; and Terborg, et al., 1977). Because of the positive relationship of attitudes toward

women as managers and perceived behavior, it was not surprising that female respondents also perceived greater communication competence of women managers than did male respondents. However, contrary to expectation and the research of Mellon, Crano, and Schmid' (1982), this study found no significant gender difference on the Positive Regard Scale. Perhaps the increasing societal attention to sex-role stereotyping is producing gender equivalent attitudes toward women in general though not an equivalence of attitudes on the specific issues of women's managerial suitability or communication ability.

This significant gender effect may have implications for evaluations of women managers. If gender of evaluator mediates judgments of the managerial suitability of women managers, as it did in this study, then such appraisals may be biased. Evaluations could be inherently advantageous in the same-sex condition and disadvantageous in the mixed-sex condition. This implication must be interpreted cautiously, however, because the present investigation analyzed perceptual data in relation to the general concept of "women managers." Subsequent research using behavioral data would help clarify such a conclusion.

This investigation also examined an important variable, yet one that has received limited attention, and found that subjects' experience in working with/for a woman manager did affect their attitudes toward women as managers, but had no significant effect on their attitudes toward women in general or on their perceptions of the communication competence of women managers. Those subjects who had worked with/for a woman manager had more positive atti-

tudes toward women in management than did subjects without work experience with women managers. This indicates that mere familiarity with women managers is likely to positively affect one's attitude toward women managers which is consistent with interpersonal attraction research which shows that with physical proximity comes favorable information and a tendency toward liking the other person (Newcomb, 1961). This conclusion suggests that any employees' negative attitudes toward women managers could be reduced by having those employees work with or for a woman manager in the organization. Such a finding implies that as more women become managers, attitudes toward them in such a role may become more positive.

Interestingly, experience in working with/for a woman manager produced no significant effect on perceived communication effectiveness. This may be due to the method used to test this variable. Subjects were asked to perceive communication abilities of a general concept of "women managers." If one had not worked with/for a woman manager, it may have been difficult to visualize such described communication behaviors. Instead, subjects may have thought of women in general. This is supported by the lack of significant difference on the PRS which tested attitudes toward women in general.

While this research does not answer all questions about attitudes toward women as managers, it does demonstrate heuristic value and confirm previous findings. First, an interrelationship was found among attitudes toward a group of individuals (women), attitudes toward those individuals in a specific role (manager),

and perceptions of behavior in that role (communication). Further, while these three variables were conceptually and statistically related, such relationships were low to moderate and the three were actually distinct factors of the construct of viewing women as managers. The extracted three-factor solution provides a framework for future researchers studying women as managers. In order to fully understand attributions toward women as managers, it is important to examine employee general attitudes, specific attitudes, and perceptions of behavior.

Second, this investigation provided support for use of Berryman-Fink's (1982) Communication Competencies of Women Managers Scale. The factor analysis resulted in a measure with high reliability and one that corresponds favorably with other conceptualizations of the construct of competency. Thus, it can be concluded that the CCWMS is a valid and reliable measure of communication competencies of women managers. It sould be noted that this research did not test if such abilities were also perceived relevant for male managers. However, because the highest loading items were feminine, we can speculate differences for male managers. Such an assumption awaits further investigation.

This investigation also confirmed previous findings that women have more positive attitudes toward women as managers. It also found a gender difference on perceptions of communication competence, with women having more positive perceptions of the communication abilities of women in management. In addition, these findings suggest consideration of "experience in working with/for a woman manager" as an important variable in this area of

research. Employees who have worked with/for a woman manager reported more positive attitudes toward women managers.

TABLE 1

Correlations Among Variables

	PRS	WAMS	CCWMS	SD
PRS	1.00			
WAMS	.33*	1.00		
CCWMS	.31*	.42*	1.00	
SD	-.07	.02	.04	1.00

n = 178

* $p < .05$

Key: PRS = Positive Regard Scale
WAMS = Women as Managers Scale
CCWMS = Communication Competencies of Women Managers Scale
SD = Marlowe-Crowne Social Desirability Scale

TABLE 2

Factor Structure Matrix for Oblique Rotated Factor Solution

Items	Factors [a] I WAMS	II CCWMS	III PRS
Positive Regard Scale			
1. Women perform as well as men under pressure.	.4736	.2859	.0767
2. The majority of women are only interested in a man in terms of what they can get from him.	-.1424	.1707	.3962
3. In general, women complain more than men.	.0122	-.0171	.1666
4. Women are more difficult to get along with than men.	.0506	.1069	.3594
5. Professional women have as much right as men to be treated as equals by the men they work with if they are as qualified as the men.	.4298		
6. Women, in general, seem less capable of logical thinking than men.	-.0427	-.1104	.4105
7. Most women are often more vicious than men in speaking of others.	.1472	.0841	.2888
8. Women have the right to compete with men in every sphere of economic activity.	.4753	.1492	.0080
9. Women cannot achieve as satisfactorially as men in a number of professional roles because they are too high strung.	-.0983	-.0490	.5131
10. Women are usually as responsible as men.	.4348	.2427	-.0878
11. Most women are usually more unreasonably jealous than men.	-.0528	.1024	.5099
12. Most women are as able to base actions on objective facts rather than on irrational personal feelings.	.4242	.1333	.2413
13. Most women are more selfish than men.	.0828	-.0885	.6063
14. Most women are as punctual as men.	.2874	.2054	.0605
15. Women are usually more ungrateful than men for the kindness and services rendered them.	-.0516	.3278	-.0144
16. Most women are more considerate of others than are men.	.0950	.1780	-.2721
17. Women generally show less poise in awkward situations than men.	.0060	.0532	.4439
18. General intelligence is as high in women as in men.	.3959	.1269	-.0081
19. Women are often more preoccupied with "keeping up with the Joneses" than are men.	.0850	.0096	.3879
20. Women are as imaginative as men.	.3808	.1468	-.0438
21. Women are usually more interested than men in promoting the happiness of others.	.0463	.0973	-.2124

TABLE 2 (continued)

Items	Factors[a] I WAMS	II CCWMS	III PRS
22. Generally, women are less capable of financial management than are men.	-.1408	.0621	.3836
23. Women are more likely than men to give up a principle in order to gain social status.	-.0741	.0073	.5299
24. Women tend to exaggerate the truth more than men.	-.0802	.0014	.5583
25. More women than men make selfish demands on their dating/marriage pertners.	.1036	-.0300	.5393
26. Women, more than men, lack the persevering qualities that are necessary for success in the business world.	.0568	-.0114	.6127
27. Women are more unstable than men.	.1367	-.1028	.6902
28. Women have fewer meaningful goals than men.	-.0289	-.0278	.6136
29. Women do not behave as reliably as men.	-.1044	-.0631	.5320
30. Men are more likely to overestimate themselves than are women.	.0702	.1484	-.2387
31. Women are more stubborn than men.	.0454	-.0888	.4361
32. Women demand more attention than men.	.0611	.0954	.5097
Women as Managers Scale			
1. It is less desirable for women than men to have a job which requires responsibility.	-.4160	-.1225	-.1123
2. Women have the objectivity required to evaluate business situations properly.	.3312	.2392	.1398
3. Challenging work is more important to men than it is to women.	-.5346	.1379	-.1276
4. Men and women should be given equal opportunity for participation in management training programs.	-.5578	-.0679	-.0552
5. Women have the capacity to acquire the necessary skills to be successful managers.	.6522	-.1307	-.0797
6. On the average, women managers are less capable of contributing to an organization's overall goals than are men.	-.6693	-.0255	.1185
7. It is not acceptable for women to assume leadership roles as often as men.	-.4517	-.0749	.0174
8. The business community should someday accept women in key managerial positions.	.8271	-.0852	-.0927
9. Society should regard work by female managers as valuable as work by male managers.	.7586	-.0697	-.2086
10. It is acceptable for women to compete with men for top executive positions.	.6474	-.0443	-.0910
11. The possibility of pregnancy does not make women less desirable than men as employees.	.6320	-.0573	-.1250
12. Women would no more allow their emotions to influence their managerial behavior than would men.	.5219	.1198	.1031

TABLE 2 (continued)

Items	Factors [a] I WAMS	II CCWMS	III PRS
13. Problems associated with menstruation should not make women less desirable than men as employees.	.6063	-.0298	-.0521
14. To be a successful executive, a woman does not have to sacrifice some of her femininity.	.4738	.0287	-.0380
15. On the average, a woman who stays at home with her children is a better mother than a woman who works outside the home.	-.4693	.1503	-.1119
16. Women are less capable of learning mathematical and mechanical skills than are men.	-.5660	.0700	-.0003
17. Women are not ambitious enough to be successful in the business world.	-.4728	-.0923	-.0048
18. Women cannot be assertive in business situations that demand it.	-.6396	-.0059	-.1297
19. Women possess the self-confidence required of a good leader.	.2674	.3206	.0477
20. Women are not competitive enough to be successful in the business world.	.4737	-.0968	-.0742
21. Women cannot be aggressive in business situations that demand it.	.5577	.0173	-.2120
Communication Competencies of Women Managers Scale			
1. Women managers generally are good listeners.	-.0097	.6345	-.1646
2. Women managers generally have adequate writing skills.	.0003	.4435	-.0700
3. Women managers generally lack verbal communication skills.	-.0406	-.4243	-.1593
4. Women managers generally lack nonverbal communication skills.	-.1139	-.4966	-.1111
5. Women managers generally have pleasing voice qualities.	-.1092	.3428	-.1145
6. Women managers generally are skilled in showing empathy/ sympathy to others.	-.0971	.6387	-.1912
7. Women managers generally have difficulty keeping listeners' attention.	-.1030	-.4063	-.1306
8. Women managers generally have difficulty giving feedback to others.	-.0121	-.5175	-.1284
9. Women managers generally are skilled in showing concern and understanding for others.	-.1060	.6653	-.2710
10. Women managers generally are capable of receiving feedback from others.	.0227	.5018	.1606
11. Women managers generally are disorganized.	-.3089	-.3244	-.0095
12. Women managers generally have difficulty relating to others.	-.1315	-.6182	.0426
13. Women managers generally are open and receptive to others.	-.2361	.7175	.0270

TABLE 2 (continued)

Items	Factors [a] I WAMS	II CCWMS	III PRS
14. Women managers generally possess sensitivity.	-.1031	.6522	-.1840
15. Women managers generally lack sincerity.	-.0675	-.6042	.0352
16. Women managers generally lack honesty.	-.0670	-.5579	.1664
17. Women managers generally are flexible.	-.0724	.5839	.0894
18. Women managers generally treat others as equals.	-.1553	.6364	.0075
19. Women managers generally have difficulty putting others at ease.	-.1400	-.5610	.0229
20. Women managers generally have difficulty being personable or friendly.	-.1141	-.5884	.0630
21. Women managers generally have adequate assertiveness skills.	.0630	.3705	.1203
22. Women managers generally have enough confidence in themselves.	.1056	.3661	.0716
23. Women managers generally have difficulty making public speeches or presentations.	-.0945	-.3508	-.0915
24. Women managers generally have difficulty dealing with males.	-.1947	-.3509	-.1645
25. Women managers possess adequate credibility.	.1280	.5072	.0252
26. Women managers generally are able to command enough authority.	.2389	.3903	.0822
27. Women managers generally have attitudes of superiority.	.1130	-.3538	-.4243
28. Women managers generally talk too much.	-.0215	-.4755	-.2249
29. Women managers generally are professional in attitude and appearance.	.2444	.2850	-.2285
30. Women managers generally have no difficulty controlling their emotions.	.0689	.3313	.0894
Eigenvalue	14.[illegible]	.9825	4.5609
Percent of variance explained	17.4	6.0	5.5
Cumulative percent of variance	17.4	23.4	28.9
Reliability	.90	.89	.83

Correlations among factors: Factor I with Factor II: .40
Factor I with Factor III: .33
Factor II with Factor III: .27

n = 178

[a] WAMS = Women as Managers Scale
CCWMS = Communication Competencies of Women Managers Scale
PRS = Positive Regard Scale

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